

EXHIBIT 1

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2012 ANNUAL REPORT

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Highlights](#)[Message to
Stockholders](#)[Great
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the Executive
Chairman](#)[A Message from
the President
and CEO](#)[Ford Senior
Management
Team, Board of
Directors, and
Executives](#)

The senior management team, pictured with the Ford Escape, all-new Transit Connect and Fiesta ST, continues to successfully advance the company's One Ford global plan.

Board of Directors and Executives*

Board of Directors

Stephen G. Butler (1,5)

Kimberly A. Casiano (1,3,5)

Anthony F. Earley, Jr. (2,3,5)

Edsel B. Ford II (3,4)

William Clay Ford, Jr. (3,4)

Richard A. Gephardt (3,5)

James H. Hance, Jr. (1,4,5)

William W. Helman IV (3,4,5)

Irvine O. Hockaday, Jr. (1,5)

Jon M. Huntsman, Jr. (2,3,5)

Richard A. Manoogian (2,5)

Ellen R. Marram (2,3,5)

Alan R. Mulally (4)

Homer A. Neal (3,4,5)

Gerald L. Shaheen (1,5)

John L. Thornton (2,4,5)

William Clay Ford
(Director Emeritus)

Committee Membership

- (1) Audit
- (2) Compensation
- (3) Sustainability
- (4) Finance
- (5) Nominating and Governance

Executive Officer Group

William Clay Ford, Jr.
Executive Chairman and
Chairman of the Board

Alan R. Mulally
President and Chief Executive Officer

Mark Fields
Chief Operating Officer

James D. Farley, Jr.
Executive Vice President, Global
Marketing, Sales and Service and Lincoln

John Fleming
Executive Vice President, Global
Manufacturing and Labor Affairs

Joseph R. Hinrichs
Executive Vice President and
President, The Americas

Stephen T. Odell
Executive Vice President and
President, Europe, Middle East and Africa

Robert L. Shanks
Executive Vice President and
Chief Financial Officer

Thomas K. Brown
Group Vice President, Global Purchasing

Raymond F. Day
Group Vice President, Communications

Felicia J. Fields
Group Vice President, Human Resources
and Corporate Services

Bennie W. Fowler
Group Vice President,
Quality and New Model Launch

David G. Leitch
Group Vice President and
General Counsel

J Mays
Group Vice President and
Chief Creative Officer, Design

Raj Nair
Group Vice President,
Global Product Development

Stuart J. Rowley
Vice President and Controller

Ziad S. Ojaki
Group Vice President,
Government and Community Relations

David L. Schoch
Group Vice President and
President, Asia Pacific

Bernard B. Silverstone
Group Vice President,
Chairman and Chief Executive Officer,
Ford Motor Credit Company

Nicholas J. Smither
Group Vice President and
Chief Information Officer

Other Vice Presidents

Joseph Bakaj
Powertrain Engineering

Stephen E. Biegun
International Governmental Affairs

Marin A. Burela
President, Changan Ford Automobile
Corporation, Ltd.

Elena A. Ford
Global Dealer and Consumer Experience

Kumar A. Galhotra
Product Development, Asia Pacific
and Africa

Gary A. Johnson
Manufacturing, Asia Pacific and Africa

Barb J. Samardzich
Product Development, Ford of Europe

Neil M. Schloss
Treasurer

James P. Tetreault
North America Manufacturing

Hau Thai-Tang
Engineering

Robert D. Brown
Sustainability, Environment and
Safety Engineering

Kenneth M. Czubay
U.S. Marketing, Sales and Service

Roelant de Waard
Marketing, Sales and Service,
Ford of Europe

John T. Lawler
Chairman and Chief Executive Officer,
Ford Motor China

Paul A. Mascarenas
Chief Technical Officer, Research and
Advanced Engineering

Martin J. Mulloy
Labor Affairs

Frederiek Toney
President, Global Ford Customer
Service Division

Jeffery C. Wood
Manufacturing, Ford of Europe

*As of March 14, 2013

EXHIBIT 2

From: Genevieve Vose Wallace [<mailto:gwallace@susmangodfrey.com>]
Sent: Monday, February 17, 2014 07:26 PM Eastern Standard Time
To: Amrhein, Alexandra; Amy C. Leshan <aleshan@brookskushman.com>; Teran, Gregory; John LeRoy <jleroy@BROOKSKUSHMAN.COM>; Polley, John; Pearlson, Leslie; Summersgill, Michael; Petty, Sarah; Zubler, Todd
Cc: lcrosby@SusmanGodfrey.com; fshort@SusmanGodfrey.com; Jordan Connors <jconnors@SusmanGodfrey.com>; Lindsay Calkins <LCalkins@susmangodfrey.com>
Subject: Medius - depositions

Counsel,

We need to cancel Mr. VanDagens's deposition scheduled on Thursday; we withdraw the notice served earlier today. Please convey my apologies to Mr. VanDagens for the inconvenience. We will let you know if we'd like to reschedule this deposition.

Separately, we can offer Mr. Lutter on Thursday and Friday next week at the SG offices in Seattle. I expect that we will want to split the 10 hours equally over the two days, but will let you know once I've had a chance to discuss with Mr. Lutter.

Thank you,

Genevieve Vose Wallace

Partner | Susman Godfrey LLP

1201 Third Ave. | Suite 3800 | Seattle, WA 98101

Direct 206-516-3836 | Fax 206-516-3883

gwallace@susmangodfrey.com | www.susmangodfrey.com

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EXHIBIT 3

Q&A with Doug VanDagens

Oct-28-2009 11:19 PM ET

Ford announced SYNC with Traffic, Directions and Information last night at the Consumer Electronics Show (CES) in Las Vegas, further expanding its connectivity leadership. The new system delivers personalized news, traffic and information updates to SYNC-equipped vehicles through drivers mobile phones while helping them navigate around trouble spots, saving time and fuel. The new features are free to customers of SYNC-equipped vehicles during the first three years of ownership. SYNC with Traffic, Directions and Information will be available later this year on select 2010 models, and will roll out across the entire Ford, Lincoln, and Mercury lineup by 2011. Doug VanDagens, director of Connected Services, recently spoke with FCN Online about the new expanded SYNC.

Q. How can Ford continue to offer all of these services for free? Doesn't the company lose money?

A. Ford's strategy of allowing customers to use their own devices to link to off-board applications through the Internet is unique in the industry. This is how we can offer such features as 911 Assist, Vehicle Health Report and the newly announced Traffic, Directions and Information at no additional charge to the customer. The strategy also enables us to introduce new applications at a rate unheard of in the auto industry.

Q. How is this system different than what is already being offered by Audi, BMW and Mercedes?

A. No one absolutely no one offers the benefits of Ford SYNC . In fact, no other automaker even comes close to offering the services and features provided by the powerful SYNC platform. Again, the key is allowing customer devices to access off-board applications through the Internet. Our announcement of SYNC with Traffic, Directions and Information at CES is proof of that undisputed leadership.

Q. Does Ford have plans to expand SYNC to other regions of the world?

A. SYNC will begin rolling out globally in the 2010 calendar year in Europe. Seven Western European and three Eastern European languages will be offered. The roll out will continue to Asia Pacific and other regions, including Australia.

Q. What impact is SYNC having on sales?

A. SYNC-equipped Ford, Lincoln and Mercury vehicles sell nearly twice as fast as those without. In addition, a Ford survey of SYNC customers showed nearly 80 percent of respondents definitely would recommend it to a friend.

Q. Why is it so important to make our vehicle connectivity product announcements at CES?

A. CES is the pre-eminent conference for consumer electronics companies. As we think more like a consumer electronics company, we feel it is important to participate in events with our industry partners, like SONY, Microsoft and SIRIUS. There isn't a better forum to announce expanding capabilities to connect to an interface with mobile electronic devices and services than CES.

Secondly, as Ford unveils its new 2010 model-year vehicles, like the Ford Mustang, Fusion, Mercury Milan and Lincoln MKZ all of which will all be able to access these expanded services when they become available later this year the timing is perfect to describe the connection between these new vehicles and electronic devices.



Doug VanDagens